API FY 2010 Business Plan

Operations (OPS)

Introduction

Advancing the nation's longstanding leadership in the global arena is a primary responsibility of the Office of International Aviation (API). Our staff encourages, promotes and facilitates the adoption of FAA policies and practices worldwide. API's critical role is ensuring the international activities of FAA's lines of business and staff offices are integrated. The API staff brings safety and efficiency to millions of passengers each year as we arrange highly regarded technical assistance and training and work to harmonize global standards so passengers can benefit from a seamless air transportation network. In FY 2010 our challenges include: - identifying international priorities for the FAA, - promoting NextGen as the agency moves forward in its commitment to expand the use of those concepts, technologies and procedures internationally, - increasing FAA's leadership presence by establishing a second office in Latin America, and - improving our support of the International Civil Aviation Organization (ICAO) by coordinating FAA's work with the Industry Safety Strategy Group (ISSG) for the Global Aviation Safety Road Map. Through our strategic activities in FY 2010, we are committed to supporting Presidential safety programs in Afghanistan, Africa, and Iraq and building mutually beneficial partnerships with civil aviation organizations in the Middle East, China, India and Latin America. We will continue to support creating government-industry partnerships and strengthening the capabilities of regional aviation authorities and organizations through technical assistance and training. We will collaborate with the Office of Energy and Environment in demonstrating best U.S. environmental practices and work across the lines of business to identify projects funded by donor organizations which will strengthen the global aviation infrastructure. We will continue our core activities to build and maintain bilateral and multilateral relationships, support FAA senior leadership in achieving U.S. objectives, and negotiate agreements that improve safety and efficiency worldwide.

Overview (International Leadership)

API helps the line organizations in the agency provide direct or indirect assistance to over 100 countries around the world to help them improve their aviation systems. The United States is the largest contributor of technical and financial support to the International Civil Aviation Organization (ICAO), which represents 190 of the world's civil aviation authorities.

While the worldwide air accident rate has improved over the last ten years, the rate is higher in parts of the world where major growth is forecast to occur over the next century. In this environment, API must work with our international partners to be able to ensure that the flying public is able to travel as safely and efficiently abroad as at home.

A more detailed description of each objective and its supporting initiatives and performance targets follows:

International Leadership Core

➢ Core Business Target: International Operational Support

Achieve a score of no less than 80% in a customer satisfaction survey measuring the provision of personnel, financial management, travel and transportation support to FAA's operations in foreign areas.

Core Business Initiative: International Operational Support

Provide a broad range of personnel, financial management, travel, and transportation services for all FAA lines of business and staff offices in support of FAA's international programs.

Core Activity: International Operational Support

Provide personnel, financial management, information technology, travel, and transportation support to FAA's operations in foreign areas.

Activity Target 1: Respond to FAA managers and employees within 1 business day and provide accurate information about international personnel, financial management, travel, and transportation issues. Due September 30, 2010

Activity Target 2: Forward all visa and passport applications for official travel within 2 days of receipt. Due September 30, 2010

Activity Target 3: Return for correction or forward all foreign travel packages to AOA or Office of the Secretary of Transportation within 2 days of receipt. Due September 30, 2010

Activity Target 4: Conduct at least one training and information session on foreign travel matters. Due September 30, 2010

Activity Target 5: Work with ATO-A to implement an efficient and effective cyber security program in accordance with the Federal Information Security Management Act of 2002. Due September 30, 2010

Core Sub-Activity: Standardized Travel and Transportation New Hire Package (Headquarters, ICAO (API HQ))

Develop a standard new hire package for distribution to employees selected for overseas assignments. The package will guide employees through the relocation process, and include country specific information. Development of a standardized package will ensure that transferring employees receive accurate and consistent information, allowing them to properly, and proactively prepare for their permanent change of station (PCS).

Activity Target 1: Develop initial draft product for review. Due November 30, 2009

Activity Target 2: Draft package forwarded to Operations Deputy Manager for review and approval. Due February 28, 2010

Activity Target 3: Final product prepared, and ready for distribution to outbound and returning employees. Due June 1, 2010

Core Sub-Activity: Payroll Processing Improvement for ICAO Transferees (Headquarters, ICAO (API HQ))

Improve the process of providing information to ICAO transferees with regard to payments made for continuation of their Federal benefits to include: 1) documentation on projected annual base salary adjustment to help employees understand the amount used for calculation of employee contributions for benefits retained and amount used for calculation of the recruitment incentive allowance; and 2) documentation for payments made into employee's benefits.

Activity Target 1: Meet with AHR and DOI to discuss current procedures and problems. Due October 31, 2009

Activity Target 2: Identify types of documentation that will provide employees with requested information. Due December 31, 2009

Activity Target 3: Update ICAO business process as necessary. Due April 30, 2010

Core Sub-Activity: Relocation Handbooks (Headquarters, ICAO (API HQ))

The policy guidance provided in the permanent change of station (PCS) handbooks is presented in accordance with FAA Travel Policy (FAATP), Federal Travel Regulations (FTR), Foreign Affairs Manual (FAM), and Department of State of Standardized Regulations (DSSR). The information provided in the PCS handbooks will be reviewed, and updated to reflect the most recent guidance outlined in the FAATP, FTR, FAM, and DSSR.

Activity Target 1: Develop initial draft product for review. Due June 1, 2010

Activity Target 2: Draft package forwarded to Operations Deputy Manager for review and approval. Due March 31, 2010

Activity Target 3: Final product prepared, and ready for distribution to outbound and returning employees. Due June 1, 2010

Core Sub-Activity: International Accounting Manual (Headquarters, ICAO (API HQ))

The policy guidance provided in the international accounting manual is presented in accordance with FAA Financial Manual Accounting Manual and Department of State. The information provided in the International Accounting Manual will be reviewed and updated to reflect the most recent guidance.

Activity Target 1: Develop initial draft product for review. Due October 31, 2009

Activity Target 2: Final product prepared and ready for distribution. Due December 31, 2009

Core Activity: Personnel Management Issues

N/A

Activity Target 1: Meet with AHR to discuss current procedures and problems. Due October 31, 2009

Activity Target 2: Gain limited access to Federal Payroll and Personnel System (FPPS) for accessing base salary information on all employees. Due February 1, 2010

Activity Target 3: Update post allowance business process as necessary to include FPPS access. Due April 30, 2010

Overview (Organizational Excellence)

API helps the line organizations in the agency provide direct or indirect assistance to over 100 countries around the world to help them improve their aviation systems. The FAA workforce is a key component of this effort. It is FAA employees who respond to the needs of our international customers through advice, training, and technical assistance.

API sees effective management of the workforce as a critical element in providing value-added customer support to our international clients. Through improved management based on reliable data FAA employees can continue to delivery quality customer service.

Organizational Excellence Strategic

➢ Flight Plan Target: Leadership and Accountability

Make the organization more effective with stronger leadership, a results-oriented, high performance workforce, and a culture of accountability.

Strategic Initiative: Organizational Excellence Action Plans

Develop and implement Corporate and LOB/SO Organizational Excellence Action Plans that address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

Strategic Activity: API Organizational Excellence Plan

Monitor and assess implementation of FAA Corporate and LOB/SO Organizational Excellence (OE) Action Plans to address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

Activity Target 1: LOB/SOs will report to their workforce on the implementation status and accomplishments of their OE Action Plans. Due December 30, 2009

Activity Target 2: LOB/SOs will monitor the implementation of their OE Action Plans and use identified methods to continue soliciting feedback from their employees on organizational/workforce issues to improve planned or ongoing actions. Due March 30, 2010

Activity Target 3: LOB/SOs will implement any necessary changes in their OE Action Plans based on employee feedback and/or changes in organizational direction or requirements, and communicate those changes to employees and continue implementation. Due June 30, 2010

Activity Target 4: LOB/SOs will document their accomplishments and lessons learned in implementing their OE Action Plans and communicate results to their employees. Due September 30, 2010

Strategic Initiative: Leadership Development

Each LOB/SO will track and report quarterly on their compliance with corporate leadership development policies and initiatives.

Strategic Activity: API Leadership Development Compliance

Each FAA organization will track and report quarterly in pbviews on their compliance with leadership development policies and initiatives in the areas of mandatory probationary manager training, probationary manager certification, Continuing Management Education, and steps taken to improve compliance rates.

Activity Target 1: Report quarterly on steps taken to improve or sustain timely completion of probationary training and certification. Due September 30, 2010

Activity Target 2: Report quarterly on steps taken to meet Continuing Management Education requirements for incumbent managers. Due September 30, 2010

Strategic Initiative: Harassment, Reprisal, and Retaliation Free Workplace

Each FAA organization will track and report quarterly on LOB/SO actions to foster a workplace free of harassment, reprisal, and retaliation.

Strategic Activity: API Harassment- and Retaliation-Free Workplace Training

Each FAA organization will track and report quarterly in pbviews on their compliance with this initiative in terms of the numbers of people trained.

Activity Target 1: Report quarterly the number of new managers who have completed Frontline Managers training, eLMS Course #FAA30200099 - Frontline Managers Course - Phase 1. Due September 30, 2010

Activity Target 2: Report quarterly the number of managers who have completed eLMS course #FAA30200134 - Accountability Board Training for FAA Managers. Due September 30, 2010

Activity Target 3: Report quarterly the number of employees who have completed in-person training sessions provided by the Accountability Board or by Accountability Board Human Resources Points of Contact. (eLMS Course #FAA30200174 - Supervisory Skills Training, Accountability Board Training for

FAA Managers; or eLMS Course #FAA30200177 - Instructor-Led Accountability Board Training for All Employees. Due September 30, 2010

Activity Target 4: Report quarterly the number of employees who have completed any other training sessions that addressed harassment, retaliation, or reprisal in the workplace. (Your training coordinators should enter this data into eLMS with the appropriate course number or as an "External Event.) Due September 30, 2010

Strategic Initiative: New Hires with Targeted Disabilities

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Strategic Activity: API actions in support of DOT FY goal that 3% of all new hires are individuals with targeted disabilities

API will track and report quarterly on actions taken to support the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Activity Target 1: API will provide to ACR a standard quarterly report outlining actions taken to increase their workforce percentage of individuals with targeted disabilities. Due September 30, 2010

➢ Flight Plan Target: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives such as: 10-15 percent savings for strategic sourcing for selected products and services; By the end of FY 2009, reduce leased space for Automated Flight Service Stations from approximately 510,000 square feet to approximately 150,000 square feet; Annual reduction of $15 million in Information Technology operating costs; By FY 2010, reduce overhead costs 5-10 percent through automation of invoice processing. FY 2010 Target: 90% of targeted savings Note: For FY10, IT savings base is $25 million.

Strategic Initiative: Cost Control Program

Implement line of business-specific cost efficiency as well as agency-wide initiatives to reduce costs or improve productivity.

Strategic Activity: API Entry Level Hiring

API will evaluate each non-supervisory specialist vacancy as an opportunity to hire at the entry level. API will ensure that any entry level hiring will not diminish the organization's ability to complete necessary tasks.

Activity Target 1: Achieve 90% of the $12,000 projected year end savings. Due September 30, 2010

Strategic Initiative: Productivity and Financial Metrics

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include: Cost per flight controlled, Research, Engineering, and Development (RE&D) Management Staff Efficiency Measure, Grant Administration Efficiency Measure, Direct labor costs of certification of foreign and domestic repair stations, Direct labor costs of surveillance of foreign and domestic repair stations.

Strategic Activity: API Efficiency Measure International Agreement Processing Time

Reduce the average number of labor hours API uses to process and manage International Training Agreements by 5% (estimate is subject to change). We intend to use FY10 data to establish a baseline for future years. Decreasing the time that is spent on preparing and coordinating International Training Agreements represents an increase in efficiency. The results of this measure will allow API to determine whether there is sufficient staff to efficiently prepare and coordinate International training agreements.

Activity Target 1: Report FY 2009 4th quarter results to ABA for international agreement processing costs. Due January 31, 2010

Activity Target 2: Report FY 2010 1st quarter results to ABA for international agreement processing costs. Due April 30, 2010

Activity Target 3: Report FY 2010 2nd quarter results to ABA for international agreement processing costs. Due July 31, 2010

Activity Target 4: Report FY09 4th quarter results to ABA on API's average number of hours spent processing and managing each international reimbursable agreement. Due October 31, 2009

Activity Target 5: Provide updated FY 2011 template for review and approval in time to be included in the FY 2011 Business Plan. Due September 30, 2010

Activity Target 6: Combined efficiency measures must account for 75% of operating resources. Any additional measures needed to meet the 75% requirement must be approved by the end of the calendar year. Due December 31, 2009

➢ Flight Plan Target: Information Security Program

Achieve zero cyber security events that disable or significantly degrade FAA services. FY 2010 Target: 0

Strategic Initiative: Unauthorized Disclosure

Protect FAA-sensitive and individual privacy information from unauthorized disclosure.

Strategic Activity: Stabilize Information Assurance/Privacy Operations.

Protect FAA-sensitive and individual privacy information from unauthorized disclosure.

Activity Target 1: Complete PTAs and PIAs as required by the C&A anniversary date. Due September 30, 2010

Activity Target 2: Participate in the Privacy Compliance activities and implement compliance review checklists. Due June 30, 2010

Activity Target 3: Coordinate and implement agency privacy guidance. Due September 30, 2010

Activity Target 4: Identify key personnel with significant privacy responsibilities by November 30, 2009, and ensure privacy training is taken and documented for FISMA compliance. Due May 31, 2010

Activity Target 5: Report privacy breaches (as defined in FAA policy and guidelines) to the CSMC as they occur. Due September 30, 2010

Activity Target 6: Work with Records Officer to schedule all electronic records in accordance with the EGOV Act Section 207. Due September 30, 2010

➢ Flight Plan Target: Customer Satisfaction

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index at or above the average Federal Regulatory Agency score. FY 2010 Target: Government Regulatory Average

Strategic Initiative: Standardize FAA Websites

Standardize FAA websites making them more useful for exchanging information and conducting business.

Strategic Activity: Standardize FAA Website

Develop and implement processes to ensure all API websites comply with the Agency's web and branding standards and policies.

Activity Target 1: Update API office web strategies and action plans in writing to the FAA Web Managers and brief FAA Web Council on API office plan on or before January 29, 2010. Due January 29, 2010

Activity Target 2: Submit API web progress reports to the FAA Web Managers on or before March 31, 2010. Due March 31, 2010

Activity Target 3: Submit API web progress reports to the FAA Web Managers on or before June 30, 2010. Due June 30, 2010

Activity Target 4: Certify to the Administrator on or before September 30, 2010 that 95 percent or more of API web pages comply with FAA web standards, policies and requirements including those outlined in the Strategy and Action Plan. Due September 30, 2010

➢ Flight Plan Target: Reduce Workplace Injuries

Reduce the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011, and maintain through FY 2013. FY 2010 Target: 2.52 per 100 employees

Strategic Initiative: Reduce Workplace Injuries

Reduce workplace injuries through employee safety program evaluations and OSHA Voluntary Protection Program measures.

Strategic Activity: API Employee Safety

API is committed to supporting initiatives, programs and policies that improve agency-wide performance in employee safety and health in the workplace environment.

Activity Target 1: Send an Occupational Safety and Health (OSH) reminder message to all API employees for the 2009 Holiday season. Due November 15, 2009

Activity Target 2: Provide Occupational Safety and Health training to new employees and international Office employees, explaining mishap and hazard reporting process in FAA. Due March 31, 2010

Organizational Excellence Core

➢ Core Business Target: Effective Management

100% of performance plans, spending plans, and development of standard operating procedures are reported to senior management as completed within established deadlines.

Core Business Initiative: Effective Management

API's customers include the FAA LOBs/SOs, other USG agencies, industry, and international authorities and organizations. In support of our customers, the staff conducts and coordinates a broad range of activities requiring a working knowledge of the FAA's technical programs and excellent communication skills. The API management team will work to improve API's ability to provide timely and efficient services to its customers.

Core Activity: Performance Management System

Develop a performance plan for each employee that aligns job responsibilities with the agency's goals.

Activity Target 1: All segments of the performance management system cycle will be completed for all API employees within established deadlines for FY 2009. Due September 30, 2010

Core Activity: Financial management

Allocate resources appropriately to support the mission of the agency.

Activity Target 1: Develop all spending plans and cost estimates within established deadlines throughout FY 2010. Due September 30, 2010